



C F M M A J E S T I C I N C .

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EXTENDING OUR REACH





## Extending Our Reach



CFM MAJESTIC INC. has grown in thirteen years to become North America's leading hearth products business and one of the most profitable.

In 1999 we extended our reach by expanding our product line and our distribution channels, investing in our operations, and began building the first global business platform in our industry.

On October 7, 1999 Colin Adamson, CFM Majestic's Chairman & CEO, was honoured with the Ontario Entrepreneur of the Year Award, Manufacturing - Consumer Products, for his ongoing efforts leading the team at CFM Majestic in its development as one of Canada's top manufacturing companies.



### Table of Contents

Global Business Platform .....	1
Financial Performance .....	2
Chairman's Message .....	3
Management's Message .....	4
Operations .....	6
Products .....	7
Markets .....	8
Management's Discussion & Analysis .....	9
Financial Statements & Notes .....	14
Corporate Directory & Investor Information .....	28



## The CFM MAJESTIC INC. Global Business Platform



### North America

With modern and efficient manufacturing and distribution operations in

Mississauga, Chicago, Vermont, Denver and Indiana, CFM Majestic is the leading supplier of fireplaces, hearth products and accessories to North America's home leisure market.



### Global Product Strategy

CFM Majestic offers an expanding line of home leisure products, backed-up by leading-edge technologies, innovative research and development initiatives, and strong customer and consumer support programs.



### Europe

A new, state-of-the-art manufacturing operation in Stoke-on-Trent, England strongly

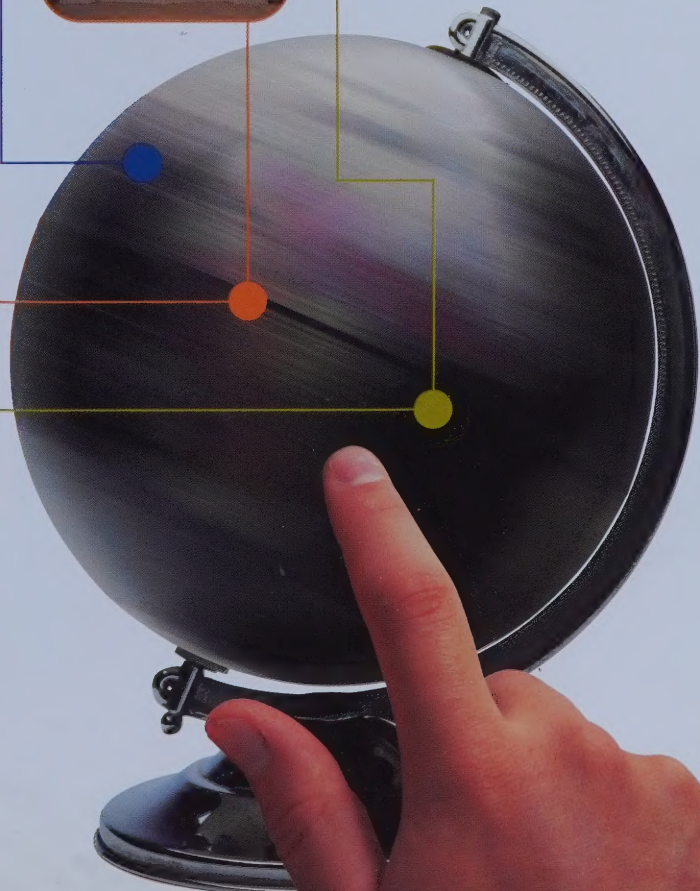
positions CFM Majestic as a leading supplier of gas fireplaces to the UK and European hearth products market.



### Asia/Pacific

Through a new partnership with two ISO-certified factories in South Korea, CFM

Majestic has expanded its product range and market reach by combining its extensive trade channels and market presence with the South Korean manufacturing expertise and cost structure.





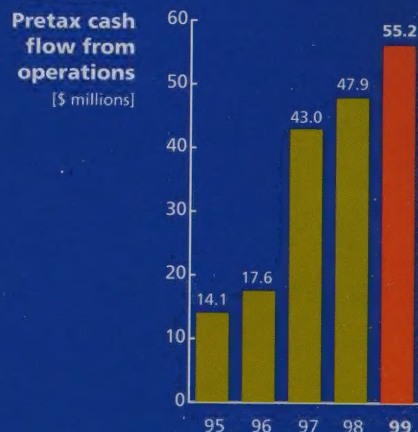
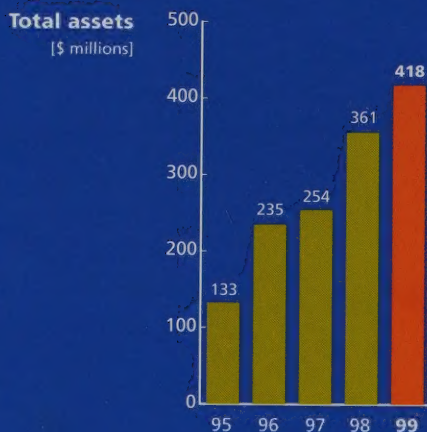
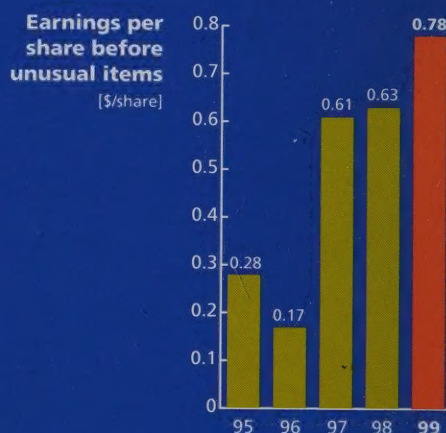
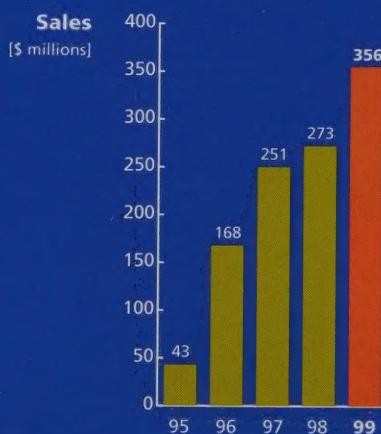


## Financial Performance

### Summarized Earnings Statement

[thousands of dollars except per share amounts]

	1999	1998	% change
Sales	355,742	272,740	30
EBITDA before unusual items	66,309	51,379	29
Income before unusual items & income taxes	46,857	35,311	33
Unusual items before tax	23,005		
Net income	16,487	26,216	-37
Earnings per share	\$ 0.39	\$ 0.63	-38
Net income before unusual items	32,610	26,216	24
Earnings per share before unusual items	\$ 0.78	\$ 0.63	24



## THIRTEEN YEARS OF GROWTH

**October 1986**  
CFM founded by  
Collin Adamson  
and Heinz Rieger

**September 1990**  
Annual sales  
exceed  
\$10 million

**November 1993**  
Mississauga  
manufacturing  
facility built

**April 1994**  
Initial public  
offering

**May 1994**  
Received ISO 9002  
certification

**September 1995**  
Acquired Majestic,  
expanding North  
American reach

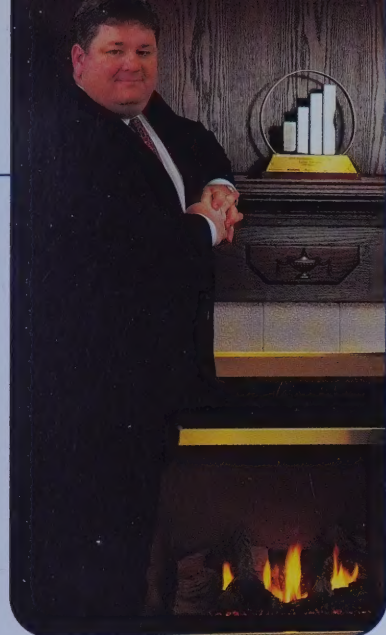
**January 1996**  
Updated  
Insta-Flame  
product line and  
introduced it  
into USA

**May 1996**  
Acquired  
Vermont  
Castings,  
extending  
product portfolio

**May 1996**  
Introduced  
Insta-Flame gas  
technology to  
Vermont Castings  
products

**September 1996**  
Annual sales  
exceed  
\$150 million





## A Solid Foundation For Worldwide Growth

1999 was a year of significant accomplishment for CFM Majestic, as we broadened our market presence and surpassed the financial targets set out in last year's Annual Report.

### Extending Our Reach

In the short thirteen years since we founded CFM Majestic, the Company has grown into North America's leading hearth products business and, more importantly, among the most profitable in the industry. Looking ahead, we will maintain this superior track record by focusing on three key strategies.

First, we will continue to optimize our operations to reduce costs and improve productivity. We will also leverage our significant Research and Development programs to enhance our current portfolio and introduce new products.

Second, we will continue to expand our market share, specifically in the United States and Europe. We will augment this internal growth with prudent acquisitions that grow our product line and move us into new geographical regions. The North American home leisure markets in particular are highly fragmented with a number of potential opportunities that meet our stringent criteria.

Finally, we will continue our expansion into the home leisure market with complementary products that leverage our trade channels and maximize our production capabilities. The introduction of our barbecue line and the acquisition of RMC's space heating products and Jomoco's garden accessory line are just three examples of this strategy in action.

### Building on Our Strong Financial Performance

Fiscal 1999 continued to build the strong foundation on which we will execute our focused growth strategies. Sales rose 30% to \$356 million as we expanded our trade channels, increased our presence in North America and Europe and introduced new products in all of our markets. Two acquisitions completed near the end of the year will add to our sales growth going forward.

Our operating margins in 1999 continue to rank among the highest in the industry, resulting in net earnings, before the unusual charge taken in the fourth quarter to realign and streamline our operations, rising 24% to \$32.6 million.

The success we have experienced over the past thirteen years is a direct result of the efforts and diligence demonstrated by all of our 2,190 employees. Once again, we have listed their names in this year's Annual Report to recognize them and thank them for their loyalty and hard work. It is their contribution that has made CFM Majestic the company it is today, and will enable us to capitalize on the exciting future that lies ahead.

Colin Adamson  
Chairman and Chief Executive Officer

September 1997	November 1997	June 1998	August 1998	September 1999	September 1999	September 1999	November 1999	December 1999	January 2000
Annual sales exceed \$50 million	Acquired Harris systems, extending reach into mass merchants	Implemented enterprise-wide management information system	Acquired Kinder Fires, expanding into Europe	Completed new Kinder facility in UK	Acquired RMC, broadening product portfolio into space heating	Sales exceed \$350 million	Acquired Jomoco Products, extending hearth accessories offering	New Mississauga facility opened	New line of Vermont Castings Gas Grills introduced





Jim Lutes, President & Chief Operating Officer

## Building On Our Strong Growth Platform

Fiscal 1999 was an outstanding year for CFM Majestic as we built on our solid foundation, extending our reach in a number of directions that bode well for continued strong performance in the years ahead.

### **Our solid performance in 1999 enhanced our position as North America's leading hearth products company.**

Sales growth of 30% in fiscal 1999 was very broad based, including significant revenue from new products, new market placement in our existing distribution channels, a growing successful new pool of distributors, and importantly, the continued success of selling a broader array of products to all of our customers. Our goal is to ensure the continued success of our customers by providing them with high quality, industry-leading products supported by customer service that is second to none.

We were also very proud of the profitability generated by our sales growth. We have instilled a culture at CFM Majestic that maximizes our resources, and as a result delivered operating margins that we believe are among the highest in the business. Our people have become increasingly creative, doing much more with less, and our focus on operating efficiency and cost reduction will continue to generate strong cash flows to fund our future growth.

### **Our innovative R&D programs led to a number of new product introductions.**

We continue to produce tremendous leverage from our Research and Development programs. At CFM Majestic, R&D is fully integrated with all manufacturing activities, allowing us to quickly adopt cost reductions and bring our new products to market much faster. As an example, we introduced our electric fireplace in the summer, yet by the fall we had engineered a more efficient manufacturing process and were shipping an updated version with a much-improved flame aesthetic.

In addition to the electric fireplace, a number of other new hearth products were successfully introduced in 1999, including a combined heating and cooling unit, a line of un-vented gas fireplaces and new wood-burning units.

### **We took decisive action in 1999 to position CFM Majestic for future growth.**

Over the past five years, approximately \$337 million has been invested to transform CFM Majestic into the leading Company in its field. A focused program of capital expenditures in plant, equipment and technology has resulted in state-of-the-art facilities that can react quickly to market demand. Our investments in R&D have pushed the boundaries of flame technology, creating the most realistic and aesthetically pleasing fireplaces in the business. In addition, a series of synergistic and accretive acquisitions have expanded our product lines and extended our geographic reach.

As we position ourselves for growth in fiscal 2000 and beyond, we reviewed all of our operations and decided to eliminate a number of redundant assets and activities. The charge taken in fiscal 1999 to provide for these realignment activities represents a small portion of the total investments made over this period, and ensures we will consistently rank among the highest in our industry in terms of profitability and continue to generate strong operating cash flows.



(from left to right) Sheila Hamilton, Vice President, Customer Service, Vermont Castings Majestic Products, Dale Trombley, Vice President & General Manager, Vermont Castings Majestic Products, Ronald Calvert, Vice President, Sales & Marketing, CFM Majestic Inc., Dan Downing, Vice President, Manufacturing & Engineering, CFM Majestic Inc., Pat Kelly, Vice President, Research & Development, Vermont Castings Majestic Products, Michael Green, Director of Engineering, CFM Kinder, John Kinder, Managing Director, CFM Kinder, Darren Beaumont, Sales & Marketing Director, CFM Kinder



## **Our European operations will benefit from increased capacity**

Our potential for growth in the UK and European markets was enhanced with the completion of our new Kinder facility in Stoke-on-Trent, England in August of 1999. Kinder has now brought under one roof all of its metal fabrication and other manufacturing activities in a state-of-the-art plant. We currently have stamping and assembly facilities in place to double the size of Kinder revenues in the current fiscal year, and can expand the facility as demand grows in the future.

## **Acquisitions continue to fuel our growth and expand our mass merchant offering**

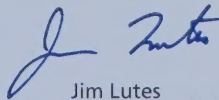
Our CFM Harris Systems operations in Chicago remain the largest hearth products vendor to the mass merchant market in North America. Two key acquisitions completed near the end of fiscal 1999 further extend our product depth and market reach, and ensure CFM Majestic possesses the scale and critical mass necessary to succeed in this important market.

With the purchase of RMC International in September, CFM Majestic added a full line of high-quality indoor and outdoor space heating units to its portfolio of home leisure products. RMC has a strong position in the market, and we are working closely with our Korean partners on a very aggressive product development program that will result in further market share gains. In November we acquired the assets of Jomoco Products of Tulsa, Oklahoma, extending our hearth accessories offering and adding a new, counter-seasonal line of garden accessories to CFM Harris Systems' manufacturing operations.

## **Our growth at CFM Majestic has just begun**

In spite of the significant growth and market share gains made in fiscal 1999, the markets for our products are still developing, driven by demographic trends that favour home leisure activities. As a full market participant, our company is in its very early days. Consumer awareness of gas fireplaces is gathering momentum, and a significant opportunity exists in the retrofit and home renovation market. We have just begun to tap the potential that exists for our space heating products. In addition, the UK market is large and growing, and our progress in this region has just started. Finally, our gas grill is coming to market for the first time this year, and we expect to become a significant participant in this growth category.

We look ahead confident in our ability to continue our growth. We are enhancing and adding to our comprehensive and competitive product portfolio. Our R&D programs are aimed at constantly improving aesthetics and technology to meet the needs of the sophisticated consumer. We have proven our ability to purchase and integrate acquisitions in what remains a highly fragmented market. We continue to invest in our facilities, our equipment and our people. Finally, we have the financial capacity and market position to build on the strong foundations established in 1999.



Jim Lutes  
President and Chief Operating Officer







## Extending Our Reach By Investing In Our Company

In 1999 CFM Majestic undertook a number of significant investments in its plant, equipment and people to ensure it remains the lowest-cost and highest-quality supplier in the business. A new enterprise-wide computer system maximizes efficiency, ensures assets are employed to their fullest potential and provides customers with the highest level of service. In addition, this new system made it possible to consolidate CFM Majestic's extensive customer service infrastructure under one roof at its new 145,000 square foot facility in Mississauga, Ontario.

The balance of the new Canadian facility is dedicated to warehousing, allowing CFM Majestic to optimize logistics and freight operations, reducing costs while enhancing customer deliveries. The Company's nearby manufacturing operation remains the most efficient plant in the business, more than tripling sales value production over the last three years. A new, state-of-the-art facility has also been recently completed in the United Kingdom employing the most advanced metal fabrication equipment available.

In addition, CFM Majestic has partnered with two ISO-certified South Korean factories to manufacture the Company's high-quality line of gas and kerosene space heating products. This relationship takes full advantage of CFM Majestic's strong position in the mass merchant trade channel without committing capital to a dedicated manufacturing facility. As the marketing and distribution arm, CFM Majestic is developing a number of innovative new products utilizing the Korean partner's manufacturing skills and cost structure.



New Company-wide MRP System



New customer service & warehousing facility in Mississauga, Ontario



New manufacturing facility in Stoke-on-Trent, England







## Extending Our Reach Through Product Innovation

CFM Majestic is the only full-line manufacturer of hearth and home leisure products in the business today, offering a complete portfolio of market-leading, competitively-priced products. To maintain its leadership position, CFM Majestic invests significantly in new product development and enhancements; in 1999 more than 60% of revenues were derived from products introduced within the last year.

CFM Majestic's reach was extended with the introduction of a number of new product innovations in 1999. A unique line of electric fireplaces significantly expands the Company's presence with mass merchants and into new areas of the home. Unvented gas fireplaces are gaining popularity across North America, and CFM Majestic leads the category in efficiency and aesthetic appeal. A full-line of hearth and fireplace accessories was also increased with a much broader array of cast iron fireplace facings and surrounds. A new line of high-quality Vermont Castings gas grills was introduced, extending CFM Majestic's presence in the home leisure market. And in the United Kingdom, CFM

Majestic introduced over 20 new offerings, more innovation in one season than the whole UK industry has seen in years.

CFM Majestic will continue to build on its dominant position by offering a full-line of products recognized throughout the industry for their quality, aesthetic appeal and ease of installation, backed by extensive warranties and product support that is second to none.



New heating and cooling fireplace designed on Company-wide Pro-Engineering Software



New RMC Kerosene Space Heater



New Vermont Castings Gas Grill







## Extending Our Reach In High-Growth Markets

While CFM Majestic has generated impressive annual growth in sales over the past three years, its markets in North America and around the world have just begun to develop. There are a number of factors driving growth as consumers increasingly focus their attention on home leisure products.

Demographics are certainly a factor, as an aging population looks to the home to provide comfort as well as a focal point for leisure activities. The growth in natural gas as the fuel of choice for home heating is also creating a rapidly expanding market for CFM Majestic's wide range of easily installed and aesthetically pleasing hearth products and barbecues.

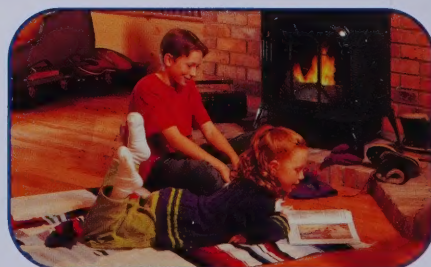
New home building remains a strong growth area for CFM Majestic, but the real potential lies on the home renovation and retrofit market. The majority of fireplaces in North America are still wood burning, and as the gas fireplace retail network and installation base matures, more and more consumers are looking to the convenience of natural gas to fuel the central focus of their homes. CFM Majestic believes that the gas

hearth products market will experience 10% to 15% annual growth over the next ten years.

In 1999 CFM Majestic extended its reach into new home leisure markets with its acquisition of RMC and Jomoco Products. The space heating business is growing quickly, while Jomoco's counter-seasonal line of garden products provides CFM Majestic with an entry into one of the fastest growing mass merchant categories. Our new line of Vermont Castings Gas Grills entered the market in January 2000.



At home with CFM Majestic fireplace, Vermont Castings Gas Grill and RMC Patio Heater







# Management's Discussion & Analysis of Operations

## Introduction

The following management's discussion and analysis ("MD&A") provides a review of important events, results of operations and financial position of CFM Majestic Inc. ("CFM Majestic" or "the Company") for the year ended October 2, 1999 ("1999") in comparison with those for the year ended September 30, 1998 ("1998"). This discussion should be read in conjunction with the consolidated financial statements for 1999 and the accompanying notes.

This MD&A contains forward-looking statements. These forward looking statements, by their nature, necessarily involve risks and uncertainties that could cause actual results to differ materially from those contemplated by these forward looking statements. CFM Majestic considers the assumptions on which these forward looking statements are based to be reasonable at the time they were prepared, but cautions the reader that these assumptions regarding future events, many of which are beyond the control of CFM Majestic, may ultimately prove to be incorrect. Factors which could cause actual results or events to differ materially from current expectations are discussed on pages 12 and 13 under "Risk and Uncertainties".

## Overview

CFM Majestic produced another strong year of operating performance in fiscal 1999, as sales rose 30% due to the Company's strong product line, expansion of its distribution channels and integration of acquisitions. Income from operations before unusual items and income taxes rose 33%. As a result of the Company's rapid expansion, recent acquisitions and future growth expectations, CFM Majestic established a business realignment program to streamline operations and eliminate redundant assets and activities. A one-time charge to income was incurred in the fourth quarter to provide for this program, which included unusual legal costs incurred during the year.

During the year, CFM Majestic expanded its capacity with the completion of two new manufacturing facilities. It launched a number of new products, including a combined heating and cooling unit, a line of electric fireplaces, a series of unvented gas fireplaces and revamped a significant portion of its wood-burning line. With the acquisition of the operations of RMC International Ltd. ("RMC"), the Company enhanced its portfolio offering with the addition of a line of indoor and outdoor space heating products. The purchase of the operations of Jomoco Products Company ("Jomoco") augmented CFM Majestic's group of hearth accessories, and added a new counter-seasonal line of garden products. In addition, CFM Majestic expanded its trade and distribution coverage in the home renovation and retrofit business, and increased its presence in the new home building market.

## Acquisitions

Effective July 1, 1999, CFM Majestic acquired the net assets of RMC for cash consideration of \$37.6 million and 564,528 common shares of CFM Majestic. Additional cash consideration of up to US \$15 million will be paid if RMC achieves an earnings target for the calendar year 2000. RMC is an importer of indoor and outdoor space heating and home comfort products. The acquisition provided CFM Majestic with a new, related line of products, and established a strong relationship with RMC's manufacturing partners in South Korea. The benefit of the relationship is two-fold. First, CFM Majestic has acquired a new product line without investing capital in new manufacturing operations. Second, CFM Majestic is working closely with its new partners to develop and introduce a range of new products to take advantage of the South Korean manufacturing expertise and cost base as well as CFM Majestic's strong trade channels, particularly with the mass merchant segment.

Effective August 1, 1999, CFM Majestic acquired the net assets of Jomoco for cash consideration of \$16.1 million. Additional cash consideration of up to US \$2.5 million will be paid if Jomoco achieves an earnings target for the calendar







## Management's Discussion & Analysis of Operations [continued]

year 1999. Jomoco is a manufacturer of fireplace chimney caps, hearth accessories and garden accessories. Jomoco's product line will expand the Company's product offering in the mass merchant channel. It is the Company's intention to relocate the manufacture of Jomoco's products to its CFM Harris Systems' Chicago facility during the first half of fiscal 2000. Management believes that the addition of the Jomoco products to the CFM Harris Systems operation will result in improved margins as capacity at the CFM Harris Systems facility will be better utilized, and provides a counter-seasonal line of garden products to manufacture at a time when the plant's capacity is underutilized.

### Results of Operations

#### Sales

CFM Majestic achieved record sales for the year ended 1999, increasing 30% to \$355.7 million from \$272.7 million for the preceding year. The increase in sales was mainly due to strong growth in the North American hearth products market and increased market share. Lower than normal customer inventories entering 1999 combined with a record advance-booking program, with new product offerings available for pre-season shipping, led to the strong sales growth.

CFM Kinder Fires Limited ("CFM Kinder"), acquired in August 1998, contributed a full year of sales in 1999. A new state-of-the-art manufacturing facility started production in Stoke-on-Trent, England during September 1999. The Company's increased manufacturing capabilities, new product offerings and larger focused sales force in the United Kingdom are expected to significantly increase sales in the upcoming year.

The acquisition of RMC in the fourth quarter contributed to growth in the mass merchant channel.

#### Gross Profit

Gross profit increased by \$29.2 million to \$123 million in 1999 with gross profit as a percentage of sales at 34.6%, essentially the same as last year. Gross profit excludes depreciation expense identified separately in the financial statements.

#### Selling and Administrative Expenses

Selling and administrative expenses at \$52.6 million increased \$13.8 million or 35% year over year. This increase is in line with increased sales. Selling and administrative expense represents 14.8% of net sales in 1999 compared to 14.2% in 1998.

A large portion of the increase can be attributed to a full year of CFM Kinder operating expenses in 1999. The previous year includes CFM Kinder expenses incurred for only fifty-three days. The Jomoco and RMC acquisitions in the fourth quarter also added incremental expenses over the previous year.

Also, in support of a new expanded computer infrastructure implemented in the previous year, the Company incurred incremental information technology expenses compared to the previous year.

#### Research and Development

The Company's R&D program continues to deliver new and improved products to its markets. R&D expenses at \$4.1 million rose 14% from the prior year due mainly to new products for Kinder with expenditures as a percentage of net sales dropping marginally to 1.2% of sales.

During the year, the Company successfully launched a significant number of new products resulting in incremental revenues in the year. These included a combined heating and cooling fireplace, a line of unvented gas fireplaces, new wood burning fireplaces and stoves, and a line of electric fireplaces. In addition, the Company completed the development of a new line of Vermont Castings Gas Grills for introduction in January 2000.





# Management’s Discussion & Analysis of Operations [continued]

### EBITDA

EBITDA before unusual items increased 29.1% in 1999 to \$66.3 million, or 18.6% of sales from \$51.4 million, or 18.8% of sales in 1998.

### Unusual Items

The Company’s rapid growth, recent acquisitions and future business plans created the opportunity in 1999 to streamline operations and eliminate redundant assets. Identified assets have been written down and any associated costs have been provided for. In addition to this business realignment, the Company incurred legal costs at a significantly higher level than normal, related primarily to the defense of two simultaneous patent infringement claims in the United States. The amount of these abnormal legal costs has been included in unusual items. These business re-alignment and unusual costs amount to \$23 million and are segmented as follows and explained below:

Facility rationalization, severance and other realignment expenditures	\$16.3 million
Legal costs	\$4.4 million
CFM Harris Systems	\$2.3 million

In 1999, the Company announced the construction of a new 145,000 sq. ft. warehousing, manufacturing and office facility in Mississauga, Ontario and a new 51,600 sq. ft. state-of-the-art manufacturing facility in Stoke-on-Trent, England. These facilities were completed in the last half of 1999, and plans were put in place to commence immediate operations, causing parts of old facilities to become redundant and providing the opportunity to streamline operating processes. The cost of exiting the old manufacturing facility in England has been fully provided for. In the new Mississauga facility, customer service, sales, marketing and administrative functions will be consolidated. In Vermont, the administration building is being vacated and activities are being relocated to the nearby assembly building. In Huntington, Indiana, an older section of the facility is under utilized and is being decommissioned.

As part of the facilities re-alignment, the Company undertook a review of its product portfolio and has elected to eliminate redundant product lines. The cost of these products and their related discontinuance costs were provided for. These business realignment activities will increase efficiency and reduce the ongoing cost of operations.

In addition, other unusual costs include one-time integration costs at CFM Harris Systems amounting to \$2.3 million which were incurred in 1999 and related to the Harris Systems acquisition concluded in the previous year. These costs were unforeseen at the time of the acquisition.

In 1999, the Company incurred an unusually high level of legal costs. These legal expenses related primarily to costs associated with the defense in the United States of two separate claims involving allegations of patent infringement by the Company. While the Company does face litigation from time to time in the ordinary course of business, these types of proceedings are complex and it is unusual to have these types of cases unfolding on roughly parallel schedules, as was the case in 1999. As a result, the Company’s legal expenses were significantly higher than in prior years. One of the cases in question has been decided in the Company’s favour and, while this decision is under appeal, the Company anticipates significantly reduced expenditures on this proceeding in fiscal 2000. Management believes the second case to similarly be nearing its conclusion, and anticipates overall expenses for this case in fiscal 2000 to be significantly less than those in 1999. Legal expenses in 1999 also included the settlement of a third proceeding involving allegations of breach of contract by the Company.

Of the total charge of \$23.0 million, non-cash items amount to \$16.8 million.







### Financial Position, Liquidity & Capital Resources

During 1999, the Company generated \$45.7 million in cash flow from operations before changes in non-cash working capital, an increase of 8.6% from the \$42.1 million generated in 1998. Pre-tax cash flow of \$55.2 million increased 15.2% from 1998. Non-cash working capital requirements were \$11.4 million primarily for accounts receivable and inventory, down from \$20.9 million in working capital required last year due to inventory reduction initiatives. After funding non-cash working capital, operating activities provided cash of \$34.2 million.

The Company reinvested this cash flow, combined with bank borrowings, in its future growth. In total, the Company invested \$51.5 million in 1999. The acquisition of RMC required cash at closing of \$37.6 million. The Jomoco acquisition was not part of 1999 cash flow as it closed after year-end. CFM Majestic also invested \$16.8 million in new property, plant and equipment in 1999. The largest single capital investment in the year was \$9.5 million on the new 51,600 square foot CFM Kinder manufacturing facility in Stoke-on-Trent, England. The balance of the spending related mainly to the expansion of manufacturing capacity at the Mississauga plant. Capital spending in fiscal 2000 is expected to be in the range of \$12 to 15 million. Management believes that cash balances on hand, unutilized borrowing capacity, and internally generated funds from operations will be sufficient to meet all planned cash requirements for 2000.

CFM Majestic's total assets grew \$57.9 million or 16.1% to \$418.4 million at October 2, 1999, compared to \$360.5 million at September 30, 1998. Working capital increased 4.3% to \$77.7 million compared to \$74.5 million in the previous year. Goodwill increased by \$43.9 million as a result of the Jomoco and RMC acquisitions, to a total of \$155 million.

Bank indebtedness decreased by \$36.9 million to \$3.4 million from 1998 reflecting a new revolving and term loan agreement which was signed on September 9, 1999. The agreement allows for borrowing up to \$95 million under a revolving facility maturing on January 31, 2002. Long term debt increased by \$57.3 million to \$113.2 million from the prior year with \$37.6 million of the increase related to the RMC acquisition.

With the objective of maximizing return on capital employed the Company repurchased and cancelled 196,350 shares of common stock for \$2.4 million. Under appropriate conditions, the Company plans to repurchase additional shares in fiscal 2000, from time to time.

Shareholders' equity increased by \$13.7 million or 6.5% to \$225.7 million over 1998 with net book value per share increasing to \$5.33 from \$5.06 in 1998. The issuance of 564,528 shares related to the RMC acquisition and the net earnings for the year added \$20.7 million to shareholders' equity. A \$7.0 million decrease in cumulative currency translation adjustment was due to the weakening of the US dollar against the Canadian dollar in the year. At October 2, 1999 the Company's market capitalization was \$508 million, up 55% from \$327 million at September 30, 1999.

### Risk & Uncertainties

The Company is subject to a number of the usual risks associated with operating in a durable consumer products industry. The Company manufactures a full line of hearth products and accessories for the North American and UK market. Demand for these products is affected by the general state of the economy, including the level of housing starts and consumer spending on home renovations and remodeling, and weather. The Company seeks to minimize the effect of these short-term variances by geographic and product line diversification.

The Company, in the normal course of business, monitors the financial condition of its customers and reviews on a regular basis the credit history of each new customer. The Company establishes an allowance for doubtful accounts that corresponds to the specific credit risk of its customers, historical trends and economic circumstances. The Company does not believe that it is exposed to an unusual level of customer credit risk.





# Management's Discussion & Analysis of Operations [continued]

As the Company continues to expand the scope of its activities in foreign markets, it becomes exposed to a greater degree of foreign exchange risk. The company has exposure to exchange rate changes as a result of its net investment in foreign subsidiaries. The US and UK operations are considered self-sustaining foreign operations for financial reporting purposes. Gains or losses on translation of the Company's net investment in foreign subsidiaries are recorded as a separate item of shareholders' equity.

Any weakening in the value of the US dollar against the Canadian dollar would result in lower revenues and earnings for the Company when stated in Canadian dollars.

The Company's Canadian operations utilize raw materials purchased in US dollars. A substantial portion of the foreign exchange exposure on these purchases is offset by a corresponding revenue stream obtained from sales of products manufactured in Canada and sold into the US. US denominated debt has typically been used for acquisitions in the US. This debt allows the Company to offset any currency translation effects of these operations. The Company continues to monitor foreign exchange rates and their impact on the balance sheet and structures borrowings that are efficient on an economic and tax basis.

While not currently a party to any exchange hedging instruments, if deemed necessary, the Company may do so in the future. Most of the Company's interest bearing debt is floating rate, based upon prime rate based loans, Bankers' Acceptances, LIBOR loans or any combination thereof. Interest bearing debt was \$116.6 million at October 2, 1999.

Due to the nature of the Company's manufacturing operations, environmental laws and regulations have not had, and are not expected to have, a significant impact on its operations.

## Strategic Outlook & Direction

The North American and European hearth products and home leisure markets continue to provide CFM Majestic with significant growth opportunities. Consumer awareness of gas fireplaces is increasing, driven by demographic trends that favour home leisure activities and the increasing presence of natural gas as the home-heating fuel of choice. As the gas fireplace retail and installation channel matures, more consumers are recognizing the convenience and aesthetic appeal of the product. An important area of growth is the home retrofit and renovation market as consumers look to improve the comfort and aesthetics of their current home rather than buy a new residence. New home construction also continues to be an avenue of growth for the Company.

CFM Majestic produced a strong operating year in fiscal 1999, and undertook a number of decisive steps to position itself for continued growth in the future. The Company will build on its market position and financial strength by continuing to optimize operations to reduce costs and improve productivity, expand and improve its product portfolio through its significant research and development efforts, augment internal growth through prudent acquisitions and expand its presence in the home leisure market with complementary products that leverage trade channels and maximize production capabilities.







## Management's Responsibility for the Financial Statements

The accompanying consolidated financial statements of CFM Majestic Inc. have been prepared by management in accordance with generally accepted accounting principles consistently applied. The significant accounting policies, which management believes are appropriate for the Company, are described in Note 1 to the consolidated financial statements. The financial information contained elsewhere in this Annual Report is consistent with that in the consolidated financial statements.

Management is responsible for the integrity and objectivity of the consolidated financial statements. Estimates are necessary in the preparation of these statements and, based on careful judgements, have been properly reflected. The Company's accounting procedures and related systems of internal control are designed to provide reasonable assurance that its assets are safeguarded and its financial records are reliable.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Audit Committee of the Board is responsible for reviewing the annual consolidated financial statements and reporting to the Board, making recommendations with respect to the appointment and remuneration of the Company's Auditors and reviewing the scope of the audit. Management recognizes its responsibility for conducting the Company's affairs in compliance with established financial standards and applicable laws and maintaining proper standards of conduct for its activities.

Colin Adamson,  
Chairman and CEO

George Czubak,  
Vice President and CFO

## Auditors' Report

To the Shareholders of CFM Majestic Inc.

We have audited the consolidated statements of financial position of CFM Majestic Inc. as at October 2, 1999 and September 30, 1998 and the consolidated statements of operations and retained earnings and cash flows for the periods then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Company as at October 2, 1999 and September 30, 1998 and the results of its operations and its cash flows for the periods then ended in accordance with generally accepted accounting principles.

Toronto, Canada,  
November 12, 1999

Chartered Accountants



## Consolidated Statements of Operations and Retained Earnings

[in thousands of dollars except earnings per share]

	For the year ended October 2, 1999 \$	For the year ended September 30, 1998 \$
<b>Sales</b>	<b>355,742</b>	272,740
Cost of sales	<b>232,695</b>	178,897
Gross profit	<b>123,047</b>	93,843
<b>Expenses</b>		
Selling and administrative	<b>52,621</b>	38,843
Research and development	<b>4,117</b>	3,621
Depreciation and amortization	<b>10,019</b>	8,012
Amortization of goodwill	<b>5,007</b>	4,582
Interest income	<b>(443)</b>	(646)
Interest expense	<b>4,869</b>	4,120
	<b>76,190</b>	58,532
Income from operations before unusual items and income taxes	<b>46,857</b>	35,311
Unusual items [note 12]	<b>23,005</b>	—
Income before income taxes	<b>23,852</b>	35,311
Provision for income taxes [note 9]	<b>7,365</b>	9,095
<b>Net income</b>	<b>16,487</b>	26,216
<b>Earnings per share (\$ / share) [note 11]</b>	<b>.39</b>	.63
Retained earnings, beginning of the year	<b>57,935</b>	35,185
Net income	<b>16,487</b>	26,216
Share issuance costs [net of taxes of \$100] [note 5]	<b>(160)</b>	—
Options repurchased [net of taxes of \$641, 1998 - \$2,540] [note 7]	<b>(1,032)</b>	(3,466)
Premium on redemption of common shares [note 7]	<b>(1,723)</b>	—
Retained earnings, end of year	<b>71,507</b>	57,935

See accompanying notes





## Consolidated Statement of Financial Position

As at October 2, 1999 and September 30, 1998  
[in thousands of dollars]

	1999 \$	1998 \$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	7,561	8,895
Accounts receivable	97,362	76,251
Income taxes recoverable	—	5,090
Inventory [note 3]	61,858	61,801
Prepaid and other expenses	1,166	1,100
Deferred income taxes	13,186	12,309
<b>Total current assets</b>	<b>181,133</b>	<b>165,446</b>
Capital assets, net [note 4]	79,059	81,818
Deferred income taxes	1,281	1,118
Deferred financing costs and other assets	1,890	868
Goodwill, net	155,057	111,219
	<b>418,420</b>	<b>360,469</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
<b>Current</b>		
Bank indebtedness	3,385	40,252
Accounts payable and accrued liabilities [note 5]	63,352	38,708
Current portion of long-term debt [note 6]	36,236	11,863
Income taxes payable	350	—
Deferred income taxes	144	138
<b>Total current liabilities</b>	<b>103,467</b>	<b>90,961</b>
Long-term debt [note 6]	76,947	44,039
Deferred income taxes	11,934	13,067
<b>Total liabilities</b>	<b>192,348</b>	<b>148,067</b>
<b>Minority interest [note 5]</b>	<b>366</b>	<b>390</b>
<b>Contingencies and commitments [note 5, 6, 10]</b>		
<b>Shareholders' equity</b>		
Share capital [note 7]	142,833	135,691
Retained earnings	71,507	57,935
Cumulative translation adjustment [note 8]	11,366	18,386
<b>Total shareholders' equity</b>	<b>225,706</b>	<b>212,012</b>
	<b>418,420</b>	<b>360,469</b>

See accompanying notes

On behalf of the Board:

  
Director

  
Director



# Consolidated Statements of Cash Flows

[in thousands of dollars]

	For the year ended October 2, 1999 \$	For the year ended September 30, 1998 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income for the year	16,487	26,216
Add (deduct) items not involving cash		
Depreciation and amortization	15,026	12,594
Deferred income taxes	(2,167)	3,219
Loss on disposal of capital assets	29	23
Unusual items [note 12]	16,283	—
	45,658	42,052
Change in non-cash working capital		
Accounts receivable	(10,810)	(10,310)
Inventory	(3,952)	(6,228)
Prepaid and other expenses	273	67
Other assets	(875)	—
Accounts payable and accrued liabilities	(1,503)	(11,696)
Income taxes payable	5,457	7,203
<b>Cash flows provided by operating activities</b>	34,248	21,088
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisitions [note 5]	(35,031)	(39,471)
Purchase of capital assets	(16,786)	(13,019)
Proceeds on disposal of capital assets	322	45
<b>Cash flows used in investing activities</b>	(51,495)	(52,445)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from a non-revolving term facility	30,258	—
Repayment of a non-revolving term facility	(11,500)	(14,748)
Revolving term facility, net	38,804	12,885
Bank indebtedness	(36,867)	40,252
Capital leases and other long-term debt	(449)	(158)
Repurchase of common shares [note 7]	(2,357)	—
Options repurchased [note 7]	(1,673)	(6,006)
Issuance of common shares, net [note 7]	276	529
Deferred financing costs	(358)	—
<b>Cash flows provided by financing activities</b>	16,134	32,754
Effect of foreign currency translation on cash and cash equivalents	(221)	(461)
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	(1,334)	936
Cash and cash equivalents, beginning of year	8,895	7,959
<b>Cash and cash equivalents, end of year</b>	7,561	8,895
Supplementary cash flow information:		
Cash taxes paid	928	10,580
Cash interest paid	3,772	3,570

See accompanying notes



# Notes to Consolidated Financial Statements

October 2, 1999 [in thousands of dollars]

## 1. NATURE OF OPERATIONS

CFM Majestic Inc. [the "Company"] is amalgamated under the laws of the Province of Ontario. The Company is a leading vertically-integrated manufacturer of hearth products and related accessories in North America and the United Kingdom. The Company designs, develops, manufactures and distributes a complete line of hearth products, including gas and wood-burning fireplaces, free-standing stoves, gas logs, hearth accessories, indoor and outdoor space heaters and a growing number of outdoor leisure products, and maintains an ongoing program of research and development aimed at continually improving the quality, design, features and efficiency of its products. The Company began operating in 1987 in Mississauga, Ontario and now has seven additional facilities in the United States and one in Stoke-on-Trent, England. In addition the Company has exclusive manufacturing arrangements with two factories in Korea.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### Basis of Presentation

These consolidated financial statements include the accounts of the Company and its subsidiaries from the dates of their acquisition. All significant intercompany amounts and transactions have been eliminated upon consolidation. Effective in 1999 the Company changed its accounting period from a twelve-month calendar year ending on September 30 to a fifty-two week calendar ending on the Saturday nearest September 30.

### Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accounting notes. Management believes that the estimates utilized in preparing its consolidated financial statements are reasonable and prudent; however, actual results could differ from these estimates.

### Inventory

Inventory is carried at the lower of cost, as determined on a first-in, first-out basis, and market value. Market value is defined as net realizable value for finished goods and work-in-progress, and replacement costs for raw material.

### Translation of Foreign Currencies

The accounts of self-sustaining foreign operations are translated into Canadian dollars using the current rate method, under which all assets and liabilities are translated at the exchange rate prevailing at year end, and revenue and expenses at average rates of exchange during the year. Gains or losses on translation of these account balances are not included in the consolidated statements of operations and retained earnings but are deferred and shown as a separate item of shareholders' equity. Gains or losses on foreign currency loans that are designated as hedges of a net investment in self-sustaining foreign operations, are reported in the same manner as translation adjustments.

Foreign currency denominated monetary assets and liabilities of Canadian operations are translated at the exchange rate prevailing at year end, and revenue and expenses [other than depreciation and amortization] at average rates of exchange during the year. Exchange gains and losses arising on the translation of the accounts are included in income. Non-monetary assets, liabilities and depreciation and amortization are translated at historical rates of exchange. Long-term debt payable in foreign currency is translated at the exchange rate prevailing at the year end, with the resulting adjustment either included as a separate item in shareholders' equity or amortized over the remaining term of the debt.

### Deferred Financing Costs

Deferred financing costs are amortized on a straight-line basis over the remaining term of the corresponding debt.

### Capital Assets

Capital assets are recorded at cost. Depreciation is provided on the original cost less estimated salvage value of building and equipment using the straight-line method based on estimated useful lives as follows:

Buildings	31 years
Leasehold improvements	5 years
Manufacturing equipment	4 to 10 years
Computer and automotive equipment	4 to 7 years
Office furniture and equipment	10 years



# Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

Depreciation commences on capital assets under construction once the construction has been completed. Assets held for disposal are recorded at the lower of cost and net realizable value.

### Research and Development

Research and development costs are expensed as incurred unless the development costs meet the criteria for deferral. Investment tax credits relating to qualifying scientific research and experimental development expenses are included in net income for the year on the same basis as the related expenditures charged to operations.

### Goodwill

Goodwill comprises the excess of costs over fair values of the underlying net assets acquired and is amortized over 25 years. On an ongoing basis, management reviews the valuation and amortization of goodwill, taking into consideration any events and circumstances which may impair the recorded amount. An impairment in goodwill is determined by comparing the projected future cash flows using a discount rate reflecting the Company's average cost of funds to the recorded amount.

### Income Taxes

The deferral method of tax allocation is used in accounting for income taxes whereby income taxes are charged based on reported earnings.

Differences between such taxes and taxes currently payable are reflected in deferred income taxes and arise because of differences between the time when certain items of revenue and expenses are reported in the accounts and the time when they are reported for income tax purposes.

### Financial Instruments

The following methods and assumptions were used in estimating the fair values of financial instruments:

Current financial assets and liabilities: Terms are such that their carrying amounts approximate fair values.

Variable rate bank facilities: The carrying amounts of variable rate debt approximates fair value.

Committed long-term bank facilities and capital lease obligations: Fair values are estimated using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

## 3. INVENTORY

Inventory consists of the following:

	1999	1998
	\$	\$
Raw materials	23,261	23,555
Work-in-process	10,442	11,553
Finished goods	28,155	26,693
	<u>61,858</u>	<u>61,801</u>



# Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

## 4. CAPITAL ASSETS

Capital assets consist of the following:

	<b>Cost</b>	<b>1999 Accumulated depreciation</b>	<b>Net book value</b>
	\$	\$	\$
Land	4,087	—	4,087
Buildings	28,035	2,455	25,580
Leasehold improvements	4,186	295	3,891
Manufacturing equipment	53,105	21,232	31,873
Computer equipment	8,440	3,201	5,239
Automotive equipment	1,398	728	670
Office furniture and equipment	5,326	1,891	3,435
Capital assets under construction	507	—	507
Assets held for disposal	3,777	—	3,777
	<b>108,861</b>	<b>29,802</b>	<b>79,059</b>

	<b>Cost</b>	<b>1998 Accumulated depreciation</b>	<b>Net book value</b>
	\$	\$	\$
Land	2,853	—	2,853
Buildings	25,864	2,085	23,779
Building under capital lease	2,187	204	1,983
Leasehold improvements	1,939	58	1,881
Manufacturing equipment	50,646	12,223	38,423
Computer equipment	5,942	2,548	3,394
Automotive equipment	1,929	857	1,072
Office furniture and equipment	6,167	3,346	2,821
Capital assets under construction	1,921	—	1,921
Assets held for disposal	3,749	58	3,691
	<b>103,197</b>	<b>21,379</b>	<b>81,818</b>

## 5. ACQUISITIONS

### Jomoco Products Company

Effective August 1, 1999, the Company acquired substantially all of the net assets of Jomoco Products Company ("Jomoco") for cash consideration of \$16,117. Additional cash consideration not to exceed \$2,500 US will be paid if Jomoco achieves an earnings target for the calendar year 1999.

Jomoco, located in Tulsa, Oklahoma, is a manufacturer of fireplace chimney caps, hearth accessories and garden accessories. The acquisition was accounted for using the purchase method with the purchase price allocated to net identifiable assets at their fair value, as detailed below. Liabilities assumed include planned integration costs of \$2,058 which will be incurred in the next fiscal year. The results of operation of Jomoco are included in the Company's consolidated statement of income for the period since acquisition. The acquisition is summarized as follows:

	<b>\$</b>
Total assets	<b>4,273</b>
Goodwill	<b>16,571</b>
Less liabilities assumed	<b>(4,727)</b>
Net assets acquired	<b>16,117</b>

The cash consideration of \$16,117 was paid on November 4, 1999 and accordingly included in accrued liabilities as at October 2, 1999.



# Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

## RMC International Ltd.

Effective July 1, 1999, the Company acquired substantially all of the net assets of RMC International Ltd. ("RMC") for a cash consideration of \$37,643 and 564,528 common shares of the Company valued at \$7,480. Additional cash consideration not to exceed \$15,000 US will be paid if RMC achieves an earnings target for the calendar year 2000.

RMC, located in Denver, Colorado, is an importer of indoor and outdoor space heating and home comfort products. The acquisition was accounted for using the purchase method with the purchase price allocated to net identifiable assets at their fair value, as described below. The results of operations of RMC are included in the Company's consolidated statement of income for the period since acquisition. The acquisition is summarized as follows:

	\$
Total assets	13,355
Goodwill	39,222
Less liabilities assumed	(7,454)
Net assets acquired	<u>45,123</u>

The cash component of the acquisition was financed by bank debt.

## Kinder Fires Limited

Effective August 7, 1998, the Company acquired an 82.75% interest in the net assets of Kinder Fires Limited for cash consideration of \$2,041. Kinder Fires Limited, which is located in Stoke-on-Trent, UK, is engaged in the development and manufacturing of gas fireplaces for the UK market. The acquisition was accounted for using the purchase method with the purchase price allocated to net identifiable assets at their fair value, as detailed below. The results of operations of Kinder Fires Limited are included in the Company's consolidated statement of income for the period since acquisition.

Under the terms of the purchase agreements, the Company committed to financing the expansion of the Kinder Fires Limited business including future growth requirements for working capital and capital expenditures. This commitment was fulfilled in fiscal 1999. In addition, the minority shareholders have the option to cause the Company to purchase their interest in Kinder Fires Limited on or after August 2003. The Company has a similar option to require the minority shareholders to sell their shares following such date. In both cases, the purchase price would be based upon a prescribed valuation formula. The acquisition is summarized as follows:

	\$
Total assets	1,759
Goodwill	2,175
Less liabilities assumed	(1,503)
Minority interest	(390)
Net assets acquired	<u>2,041</u>

The acquisition was financed by cash.

## Harris Systems Inc.

Effective November 1, 1997, the Company acquired substantially all of the net assets of Harris Systems Inc. for cash consideration of \$37,430. Harris Systems Inc., which is located in Skokie, Illinois, is a manufacturer of hearth product accessories, including gas log sets, glass doors and screens and mantles servicing home centers and mass merchants throughout North America. The acquisition was accounted for using the purchase method with the purchase price allocated to net identifiable assets at their fair value, as detailed below. Liabilities assumed at the time included \$5,637 planned restructuring costs associated with relocating the Company's existing gas log operation from Anaheim, California to Skokie, Illinois. In 1999, the Company incurred additional unexpected integration costs. These costs



## Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

amounted to \$2,250 and have been classified as an unusual item (see note 12). As at October 2, 1999 all integration costs have been paid. The results of operations of Harris Systems Inc. are included in the Company's consolidated statement of income for the period since acquisition. The acquisition is summarized as follows:

	\$
Total assets	21,915
Goodwill	36,620
Less liabilities assumed	<u>(21,105)</u>
Net assets acquired	<u>37,430</u>

The acquisition was financed by a revolving term loan.

### 6. LONG-TERM DEBT

Long-term debt consists of the following:

	1999	1998
	\$	\$
Non-revolving term credit facility currently advanced at fixed rates not exceeding 90 days with a weighted average rate of 5.64% [1998 – 6.13%] repayable over three quarterly installments maturing in June 2000.	5,978	17,478
A bridge loan facility at US prime rate under which the Company may borrow up to \$65,000, maturing on November 30, 1999 [US \$20,500]	30,258	—
Revolving term loans currently advanced at fixed rates not exceeding 90 days with a weighted average rate of 6% [1998 – 6.33%] under which the Company may borrow up to \$95,000 [1998 – \$40,000]. The credit facility expires on January 31, 2002. Letters of credit totaling \$7,606 [1998 – \$3,108] have been issued against this facility. Included in this amount was US dollar debt of \$23,756 [1998 – \$19,500]	75,864	36,892
Capital lease obligations and other long-term debt bearing interest at 6.45% [1998 – 10%]	1,083	1,532
	<b>113,183</b>	55,902
Less current portion	<b>36,236</b>	11,863
	<b><u>76,947</u></b>	<b><u>44,039</u></b>

Bank debt is available in Canadian and US dollar and UK pounds sterling by way of prime rate based loans, Bankers' Acceptances, LIBOR loans or any combination thereof. The US prime rate as at October 2, 1999 was 8.25%. Fair values of the committed long-term facilities and capital lease obligations are not materially different than stated.

The Company has provided a third party guarantee expiring on May 13, 2003 in respect of a line of credit totaling US \$10,000. As of October 2, 1999 US \$10,000 had been drawn against this line of credit.

The bank credit agreement includes certain restrictive covenants and undertakings by the Company and its subsidiaries. The Company is in compliance with all covenants and undertakings.

The future minimum annual principal repayments of long-term debt over the next five years and thereafter are as follows:

	\$
2000	36,236
2001	507
2002	76,168
2003	117
2004	60
Thereafter	95
	<b><u>113,183</u></b>



# Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

## 7. SHARE CAPITAL

[in thousands of dollars, except per share amounts]

### [a] Share capital

	1999 \$	1998 \$
<b>Authorized</b>		
Unlimited common shares without nominal or par value		
<b>Issued and outstanding</b>		
42,331,858 common shares [1998 – 41,915,356]	<b>142,833</b>	135,691

On March 3, 1998, the common shares of the Company were split on a two for one basis. All share disclosures and per share amounts have been restated to reflect the stock split.

During fiscal 1999, 46,267 common shares [1998 – 96,136] were issued upon the exercise of employee stock options for total consideration of \$276 [1998 – \$529].

On August 16, 1999, 2,057 [1998 – nil] shares were issued under the Employee Share Purchase Plan for \$22 [1998 – nil].

On September 20, 1999, 564,528 common shares were issued in connection with the acquisition of substantially all of the assets of RMC (see Note 5).

On September 25, 1998, the Company filed a Normal Course Issuer Bid enabling it to make market purchases of up to 3,000,000 of its common shares during the next twelve month period. As at September 24, 1999 (the expiry date of the Normal Course Issuer Bid), a total of 196,350 shares had been repurchased and cancelled. Details of such repurchases are as follows:

September 3, 1999	55,250 shares were repurchased at \$11.942
September 10, 1999	11,100 shares were repurchased at \$12.00
September 14, 1999	130,000 shares were repurchased at \$12.00
Total Shares repurchased	196,350

On September 25, 1999, the Company renewed its Normal Course Issuer Bid enabling it to make market purchases of up to 3,000,000 of its common shares during the next twelve month period. As at October 2, 1999, no shares had been repurchased under the renewed Normal Course Issuer Bid.

### [b] Stock options

Details of options outstanding are as follows:

	1999 #	1998 #
Options outstanding, beginning of year	<b>1,114,597</b>	1,472,200
Granted	<b>357,000</b>	420,000
Exercised	<b>(46,267)</b>	(96,136)
Repurchased	<b>(241,267)</b>	(596,334)
Cancelled	<b>(242,785)</b>	(85,133)
Options outstanding, end of year	<b>941,278</b>	1,114,597



# Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

At October 2, 1999, outstanding options have the following terms

<b>Common shares to be issued</b>	<b>Exercise price</b>	<b>Expiry date</b>
#	\$	
100,000	4.00	May 15, 2000
42,000	4.5625	August 1, 2000
33,400	4.00	February 16, 2003
5,266	5.875	May 17, 2003
220,932	8.375	November 27, 2003
222,680	12.625	October 1, 2004
317,000	7.80	October 1, 2005

Under the Stock Option Plan, the Company has reserved for issue 3,374,500 common shares of which 1,749,279 have been reserved for issuance of options previously granted and of which 1,625,221 are available in respect of future grants of options.

During 1998, the Company introduced option repurchase provisions to the Plan. Under the terms of the Plan, 241,267 options (1998 – 596,334) were repurchased for cash of \$1,673 [1998 – \$6,006] and cancelled.

## 8. CUMULATIVE TRANSLATION ADJUSTMENT

At October 2, 1999, cumulative translation gains on self-sustaining foreign operations, net of foreign exchange losses on long-term debt designated as hedges, was \$11,366, relating primarily to the strengthening of the US dollar against the Canadian dollar since the time of the purchase of the US assets.

## 9. PROVISION FOR INCOME TAXES

The Company's effective income tax rates for the periods ended October 2, 1999 and September 30, 1998 are derived as follows:

	<b>1999</b>	<b>1998</b>
	%	%
Combined basic federal and provincial tax rate	<b>44.66</b>	44.67
Manufacturing and processing profits deduction	<b>(5.98)</b>	(4.49)
Income taxes at different rates in foreign jurisdictions	<b>(10.96)</b>	(13.80)
Permanent and other	<b>3.16</b>	(0.62)
	<b>30.88</b>	25.76

The provision for income tax was comprised of:

Current	<b>9,895</b>	4,686
Deferred	<b>(2,530)</b>	4,409
	<b>7,365</b>	9,095

## 10. CONTINGENCIES AND COMMITMENTS

### [a] Lease Commitments

The Company is committed to premises and equipment leases with terms expiring at various dates during the next five years. Future minimum annual payments under non-cancelable operating leases consist of the following at October 2, 1999:

	<b>\$</b>
2000	<b>1,796</b>
2001	<b>1,804</b>
2002	<b>1,109</b>
2003	<b>797</b>
2004	<b>775</b>
Thereafter	<b>4,604</b>
	<b>10,855</b>



Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

[b] Year 2000 Issue

The Year 2000 Issue arises because many computerized systems use two digits rather than four to identify a year. Date-sensitive systems may recognize the year 2000 as 1900 or some other date, resulting in errors when information using year 2000 dates is processed. In addition, similar problems may arise in some systems which use certain dates in 1999 to represent something other than a date. The effects of the Year 2000 Issue may be experienced before, on, or after January 1, 2000, and, if not addressed, the impact on operations and financial reporting may range from minor errors to significant systems failure which could affect an entity's ability to conduct normal business operations. It is not possible to be certain that all aspects of the Year 2000 Issue affecting the entity, including those related to the efforts of customers, suppliers, or other third parties, will be fully resolved.

[c] Other

During the normal course of business, there are various claims and proceedings that have been or may be instituted against the Company. The disposition of the matters that are pending or asserted for which provision has not already been made, is not expected by management to have a material adverse effect on the financial position of the Company or its results of operations.

11. EARNINGS PER SHARE

Basic earnings per share, have been calculated using the weighted average of daily shares outstanding during the year of 41,945,167 [1998 – 41,884,640]. The effect on earnings per share of potential conversion of options outstanding at year end was determined to be not materially dilutive.

Net income (\$ thousands) and earnings per share (\$ / share) were as follows:

	1999		1998	
	Income After Tax	Earnings Per Share	Income After Tax	Earnings Per Share
Operations before unusual items	32,610	0.78	26,216	0.63
Unusual items	(16,123)	(0.39)	—	—
Net income	16,487	0.39	26,216	0.63

12. UNUSUAL ITEMS

In the year the Company established a business realignment plan to streamline operations and eliminate redundant assets and activities. This includes the consolidation of customer service, sales, marketing and administrative activities in the Company's new facility in Mississauga, Ontario, abandonment and write down of redundant facilities in Vermont and Huntington, and write-down of certain redundant products and materials related to the discontinuance of inefficient manufacturing activities.

It is expected that these activities will be completed by March 31, 2000. At October 2, 1999, the identified assets have been written down to expected liquidation values, and associated costs have been provided for. Current Liabilities includes \$3,068 related to the above items.

In addition to this business realignment, the Company has incurred other significant unusual costs including legal costs related to the defense and settlement of simultaneous patent infringement claims.

Unusual items consist of the following:

	\$
Facility rationalization, severance and other realignment expenditures	16,376
Legal costs	4,379
Harris Systems Inc. [note 5]	2,250
	23,005



## Notes to Consolidated Financial Statements continued

October 2, 1999 [in thousands of dollars]

### 13. EMPLOYEE BENEFIT PLAN

Non-union employees who meet certain period of service requirements are eligible to participate in a defined contribution 401(k) savings plan for US employees or a defined contribution D.P.S.P. for Canadian employees. Company contributions are determined by matching 50% of employee contributions up to 4% of each covered employee's earnings. During the current year the Company's contribution to these plans was approximately \$498 [1998 – \$538].

### 14. SEGMENTED INFORMATION

The Company operates in one business segment which includes the development, manufacture, and sale of fireplaces, hearth and related heating products and accessories. The Company conducts substantially all of its business activities in North America. External sales are allocated on the basis of sales to external customers.

October 2, 1999				
	US	Canada	Other	Total
External sales	275,398	59,295	21,049	355,742
Capital assets and goodwill	178,838	17,878	37,400	234,116

September 30, 1998				
	US	Canada	Other	Total
External sales	211,172	51,509	10,059	272,740
Capital assets and goodwill	147,317	15,950	29,770	193,037

### 15. CASH FLOW STATEMENT

The Company has adopted the new cash flow statement recommendations of The Canadian Institute of Chartered Accountants. Accordingly, the comparative consolidated statements of cash flows have been restated to exclude non-cash investing and financing transactions and to disclose the effect of exchange rate changes on cash equivalents. Cash equivalents comprise only highly liquid investments with original maturities of less than ninety days.



## CFM Majestic Inc. 5 Year Summary

### Financial Performance

Years Ended September 30 except October 2, 1999

[in thousands of dollars, except per share amounts and statistics]

	<u>1999</u>	<u>1998</u>	<u>1997</u>	<u>1996</u>	<u>1995</u>
<b>Operating Results</b>					
Sales	<b>355,742</b>	272,740	250,646	168,418	43,391
Gross profit	<b>123,047</b>	93,843	90,980	55,523	20,237
EBITDA before unusual items	<b>66,309</b>	51,379	46,784	17,566	12,154
Earnings before unusual items and incomes taxes	<b>46,857</b>	35,311	33,953	6,770	12,949
Earnings before unusual items	<b>32,610</b>	26,216	23,602	5,550	8,206
Unusual items before tax	<b>23,005</b>	—	—	—	—
Net income	<b>16,487</b>	26,216	23,602	5,550	8,206
Pre-tax cash flow	<b>55,190</b>	47,928	43,015	17,644	14,130
Capital expenditures	<b>16,786</b>	13,019	11,943	9,685	3,153
Acquisition expenditures	<b>61,240</b>	39,471	--	74,796	90,216
R&D expenses	<b>4,117</b>	3,621	4,333	3,448	803
Number of employees	<b>2,190</b>	2,049	1,522	1,394	944
<b>Per Share</b>					
Earnings before unusual items (basic)	<b>0.78</b>	0.63	0.61	0.17	0.28
Earnings before unusual items (fully diluted)	<b>0.77</b>	0.62	0.59	0.16	0.26
Net income (basic)	<b>0.39</b>	0.63	0.61	0.17	0.28
Pre-tax cash flow	<b>1.32</b>	1.14	1.11	0.53	0.48
Book value	<b>5.38</b>	5.06	4.45	2.45	2.56
<b>Financial Position</b>					
Working capital	<b>77,666</b>	74,485	65,716	54,061	27,941
Total assets	<b>418,420</b>	360,469	254,484	235,338	132,980
Total debt	<b>116,568</b>	92,036	43,068	116,785	40,972
Shareholders' equity	<b>225,706</b>	212,012	172,138	86,155	76,376
<b>Financial Statistics</b>					
Gross margin	<b>34.6%</b>	34.4%	36.3%	33.0%	46.6%
EBITDA before unusual items margin	<b>18.6%</b>	18.8%	18.7%	10.4%	28.0%
Current ratio	<b>1.75</b>	1.85	2.44	2.32	2.44
Total debt / equity	<b>0.52</b>	0.43	0.25	1.36	0.54
Total debt / total capitalization	<b>0.34</b>	0.30	0.20	0.58	0.35
Return before unusual items on average equity	<b>14.9%</b>	13.7%	18.3%	6.8%	13.3%



# CFM Majestic Inc. Corporate Directory & Investor Information

## Executive Officers

### Colin M. Adamson

*Chairman and Chief Executive Officer*

### James D. Lutes

*President and Chief Operating Officer*

### Ronald H. Calvert

*Vice President of Sales and Marketing  
(President, The Vermont Castings, Majestic Products Division)*

### Scott E. Dunlop

*Vice President, General Counsel and Secretary*

### George Czubak

*Vice President and Chief Financial Officer*

### Verlon Dan Downing

*Vice President of Manufacturing and Engineering*

### Susan E. Marlow

*Vice President of Human Resources*

## Solicitors

Fraser Milner  
Barristers & Solicitors  
P.O. Box 100, 1 First Canadian Place  
Toronto, Ontario, Canada M5X 1B2

Hopkins & Sutter  
Three First National Plaza  
Chicago, Illinois, USA 60602-4205

## Auditors

Ernst & Young LLP, Chartered Accountants  
The Ernst & Young Tower  
Toronto Dominion Centre  
Toronto, Ontario, Canada M5K 1J7

## Board of Directors

### Colin M. Adamson

*Chairman, Chief Executive Officer and Co-Founder*

### R. Jay Atkinson (3)

*President and Chief Executive Officer, Jannock Limited*

### William A. Corbett (1)(2)

*Chairman, The New Providence Development Company Limited*

### William S. Cullens (1)(2)

*Chairman, Ivacan Inc.*

### Sheila O'Brien (2)

*Senior Vice President, Nova Chemicals*

### Carlo De Pellegrin (1)(2)(3)

*Partner, Williams & Partners, Chartered Accountants LLP*

### Heinz H. Rieger (3)

*Past Chairman and Co-Founder*

1 - Member of the Audit Committee

2 - Member of the Compensation and Corporate Governance Committee

3 - Member of the Business Development Committee

## Bankers

Bank of Montreal  
First Canadian Place, 11th Floor  
100 King Street West  
Toronto, Ontario M5X 1A1

Bank One Canada  
161 Bay Street, Suite 4240  
Toronto, Ontario M5J 2S1

## Transfer Agent

Montreal Trust Company  
Corporate Services Division, Stock Transfer Services  
151 Front Street West, 8th Floor  
Toronto, Ontario M5J 2N1

## Share Listing

Stock Symbol: CFM  
Exchange: The Toronto Stock Exchange

## Annual Meeting

The Annual and Special Meeting of the Shareholders will be held on Wednesday, February 23, 2000 at 4:15 p.m., The Toronto Stock Exchange, The Exchange Tower 2 First Canadian Place, 130 King Street West, Toronto, Ontario, Canada.

## Investor Relations

Send Inquires to:  
Investor Relations  
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475 Admiral Boulevard  
Mississauga, Ontario L5T 2N1  
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Facsimile: (905) 670-7915  
Email: [cfm@cfmmajestic.com](mailto:cfm@cfmmajestic.com)  
Website: [www.cfmmajestic.com](http://www.cfmmajestic.com)

## Corporate Office

### CFM Majestic Inc.

475 Admiral Boulevard  
Mississauga, Ontario, Canada L5T 2N1  
Telephone: (905) 670-7777  
Facsimile: (905) 670-7915

## Operating Divisions

### The Vermont Castings Majestic Products Division

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Mississauga, Ontario, Canada L5T 2N6  
Telephone: (905) 670-7777  
Facsimile: (905) 670-4676

1000 East Market Street  
Huntington, Indiana, USA 46750  
Telephone: (219) 356-8000  
Facsimile: (219) 356-9672

Route 107  
Bethel, Vermont, USA 05032  
Telephone: (802) 234-2332  
Facsimile: (802) 234-2340

### CFM Harris Systems Division

3501 West Howard Street  
Skokie, Illinois, USA 60076-4012  
Telephone: (847) 676-3556  
Facsimile: (847) 676-3759

### CFM RMC International Division

4900 Lima Street  
Denver, Colorado, USA 80239  
Telephone: (303) 373-9222  
Facsimile: (303) 371-0808

### CFM Kinder Limited

Trentham Lakes  
Stoke-on-Trent, England ST4 4TJ  
Telephone: 01782 339000  
Facsimile: 01782 339009



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LAVERNE • BRIAN LAFOND • MARIO LAGOS • DEE LAHR • DEAN LAHR • CHIU KUN LAM • LEN VAN LAM • LOC M • TAM HONG LAM • THAO LAM • ANDREA LAMSON • BRIAN LAMSON II • MARILYN LANZILLOTTA •  
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MELECIO • HONORATO MELENDEZ • SALVADOR MELESIO • RENE MENARD • CHERYL MENDEHALL • ANGELINA MENDOLA • ARMANDO MENDOLA • KARLA MENDOLA • ARLAN MENDOZA • EFFREN MEND  
ISRAEL MENDOZA • ROLANDO MENDOZA • VALERIO MENDOZA • IAN MENZIES • RICHARD MESSIER • RAYMOND MESSIER, JR. • HUMBERTO MIGONE • MARCO MIGONE • BRUCE MILEM • BERNARD MIL  
DOUGLAS MILLER • ERIC MILLER • JERRY MILLER • NICOLE MILLER • RICHARD MILLER • SHAWN MILLER • TONYA MILLER • JEFFREY MILLS • GEORGE MILTENBURG • STEVE MILWARD • GERARDO MIR  
LEONARDO MIRANDA • VICTOR MISOLA • DAVID MITCHELL • JUAN MIYASHIRO • MANUEL MIKHAEL • BABAK MOHAJER • CANDIDO MONDRAGON • HERIBERTO MONDRAGON • RAMIRO MONDRAGON • SAL  
MONDRAGON • CESAR MONFERO • LARRY MONROE • EULADIO MONTALVO • GUADALUPE MONTESINOS • MARIA MONTOYA • DARREN MOON • TED MOON • DOUGLAS MOORBY • AMPARO MORA • ARMANDO  
• GERARDO MORA • JOSE GUADALUPE MORA • OSCAR MORA • DOMINIC MORALES • SANTIAGO MORALES • DAVID MORAN • EDUARDO MORILLA • MICHAEL MORELAND • ANASTASIO MORENO • AN  
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RALPH MORRISON • JUSTIN MORSE • PAUL MOSES • CHARLES MOSLEY • ROBERT MOSLEY • MANUEL MOSO • VEN MOSTACHO • GERALD MOTT • DAVID MOYER • RENE MUNIVE • FERNANDO MUNOZ • GE  
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JUDITH NEWELL • BRENDA NEWSOME • DONALD NEWTON • DUONG NGO • ANH NGUYEN • CANH MINH NGUYEN • DUC TRUNG NGUYEN • DUNG VINH NGUYEN • HAI NGUYEN • HAO VAN NGUYEN • HO  
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PATEL • SHANKAR PATEL • MA ROSARIO PATINO • OMAR PATINO • JODY PAYNE • ISABEL PAZ • JUDITH PAZ • JOHNSON PE BENITO • DARRELL PEDIGO • KAREN PEER • DANILO PEIPEL • ARIEL PENDE • CHR  
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PEREZ • JOSE PEREZ • JOSE PEREZ • JOSE PEREZ • MARIA PEREZ • RODOLFO PEREZ • ROGELIO PEREZ • SERAFIN PEREZ • TAYDE PEREZ • JAVIER PEREZ-H. • MANUEL PEREZ-PEREZ • JARRY PERFECT  
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PERUSSE • TIMOTHY PERUSSE • JUANITA PETITFOR • RUSSELL PETTINGELL • BA TRI PHAM • HIEN DUY PHAM • KIEN PHAM • NHON DUY PHAM • PHONG PHAM • BINH VAN PHAN • HANG THITHU PHAN  
HOANG PHAN • UT VAN PHAN • VINH VAN PHAN • ADA PHILLIPS • BARRIE PHILLIPS • MAX PHILLIPS • MICHAEL PHILLIPS • JENNIFER PIXLEY • ROGER PIERCE • JOSEPH F. PIETRANTON • ANNA PIETRANTU  
STEVEN PIKO • EDNA PINEDA • MARK PINKERTON • JASON PIRIE • VICTOR PISARTCHIK • TONY PITT • GUS PITTAS • CHARLES PIXLEY • JAIME PIZARRO • JOSE PLATA • JORGE PLATA • FRANK POMF  
FRANCISCO PONCE • JUAN PONCE • NADESANANTHAN PONNUTHURAI • MARK ANTHONY POOLE • ARON PORTER • BRUCE PORTER • TRACY PORTER • SHAWN POTTER • JOHN POULIN • PEARL POULSON • T  
POULSON • CHRISTOPHER POWELL • KEVIN PRATT • RODNEY PRATT • EDWARD PREGENT • JOHN PRENTICE • THEODORE PRENTICE • KEM PRESSLER • CHARLES PRESTON • GLENN PRIOR • TERESSA P  
ALENJIANDRO PULIDO • ROSALINA PULIDO • ORLANDO PURA • JAMES L. PURSLEY • RICHARD PUTNEY • ROBERT PUTNEY • BINH NGOC QUACH • ALBIS QUEZADA • MARIA QUEZADA • SYLVIA QUINN • A  
QUINONES • JERICO QUIOGUE • MARCIAL QUIOGUE • TERESA RABER • DONALD RAFUS, JR. • ROBERT RAINS • NARESH RAJASINGHAM • VITHI RAJENDRAN • KENNETH RAJESKY • PREMAKUMARI RAMA  
ARTURO RAMBAYON • DENNIS RAMIREZ • GERARDO RAMIREZ • LETICIA RAMIREZ • RAMIR RAMIREZ • REYMONDO RAMIREZ • RAMADOR RAMIRO • ADELA RAMOS • DIOSDADO RAMOS • ESPERIDIO RAM  
FERDINAND RAMOS • LORETO RAMOS • MARIA RAMOS • RENE RAMOS • MARK RAMSEY • WICKIE RANDOLPH • MISSEL RANGEL • VICTOR RANGEL • DAVINDER RANOHAWA • THOMAS RATEKIN • PRABHJOT RA  
• REYNALDO RAMOS • WILLIAM REA • VIRGILIO RECINOS • RODOLFO REDUBLO • DALE REED • MARK REEVE • JENNIFER REGAN • JOSE REGINO • LANCY REGO • HENRY REIBOLDT • HENRY REIBOLDT  
AQUILINO J. RELATOR • DONALD RENBERGER • ALEXANDER RENFREW • BRENDA RENFREW • DAVID RENN • STEVEN F. RENNER • MARIA RENTAS • CLEMENTINA RENTERIA • FIDEL RESENZID • JOEL RESE  
MIKE RESMO • ALFREDO REY • LUIS ALBERTO REY • ADRIANA REYES • FLORENTINO REYES • HECTOR REYES • M. GUADALUPE REYES • RYAN REYES • CELSO ALEJANDRO REYES-H. • LINDA REYNOLDS  
REYNOLDS • GHASEM REZAEIZADEH • EMMA JAYNE RHODES • CHERYL RICE • BENJAMIN RICE, JR. • KEITH RICH • BENOIT RICHARD • EMIL RICHARDSON • NINA RICHARDSON • TIM RICHARDSON • VICKIE F  
• HEINZ RIEGER • SANDRA RILLING • APOLINAR RIOS • ENEDINA RIOS • ROGELIO RIOS • PUNINYALINGAM RISHIKESHAN • THOMAS RISSLER • RINA RISTAGNO • DAVID RITTENHOUSE • BENJAMIN RIVERA •  
RIVERA • WILLIAM RIVERA • DAVID RIXON • SYED RIZVI • JAN ROBBINS • SHARON ROBERSON • AMY ROBERTS • GARY ROBERTS • TAMARA ROBERTS • MICHAEL ROBERTSON • HEATHER ROBINSON  
ROBINSON • EDGARDO ROBLES • GIDEON ROCAPOR • EDZEL ROCC • SHIRLEY RODGERS • WILLIAM RODGERS • ALEJANDRO RODRIGUEZ • CUATEMOC RODRIGUEZ • ELOGIO RODRIGUEZ • GLORIA RODRIGUEZ  
HORACIO RODRIGUEZ • JAIME RODRIGUEZ • JOSE RODRIGUEZ • JOSE RODRIGUEZ • JOSEPH RODRIGUEZ • JUAN RODRIGUEZ • LUIS RODRIGUEZ • MARIA RODRIGUEZ • MICHAELA RODRIGUEZ • OMARIO RODR  
• ROGELIO RODRIGUEZ • TERESA RODRIGUEZ • RIGOBERTO RODRIGUEZ-PEREZ • CESAR ROJAS • ISABEL ROMAN • LEONARDO ROMAN • SARA ROMAN • MARCELO ROMERO • MARIA ROMERO • SILV  
ROMERO • ELMER RONO • ADRIANA ROSALES • HEATHER ROSARIO • JULIO ROSAS • TIMOTHY ROUELLE • JEFFREY ROWE • DANIEL RUEDA • EDGAR RUEDA • JOSE RUEDA-SORIA • EDDY E. RUGEL • AUSTR  
RUIZ • DELFINO RUIZ • ELIAS RUIZ • ENEDINO RUIZ • IRMA RUIZ • LUCIO RUIZ • MAYOLA RUIZ • RAFAEL RUIZ • JOHN RULLO • RANDALL RUNKLE • TERRIE RUPRIGHT • NATHAN RUSH • GUADALUPE RY  
TIMOTHY RYDER • SURESHKUMAR SABARATNAM • LEONARDO SACA • JACQUELINE SACCARDO • ROSA SACCARDO • JAY SACKETT • JASBIR SADANA • ANTONIO SAGALONGOS • ANA KAREN SALAZAR • ALEJ  
SALGADO • EDGAR SALGADO • SAUL SALGADO • SERJIO SALGADO • ABRAHAM SALINAS • ALBERTO SALINAS • ANDRES SALINAS • FIDENCIO SALINAS • GABRIELA SALINAS • GENARO SALINAS • GUSTAVO SA  
• JUAN SALINAS • MIGUEL SALINAS • TARANJEET SALLUA • EDWARD SALWAY • JIMMY SALTER • RONALD SALTERS • SALVADOR SAN JUAN • EFRAIN SANCEN • ADOLFO SANCHEZ • ANA MARIA SANCHEZ • AN  
SANCHEZ • EPIMENIO SANCHEZ • FRANCISCO SANCHEZ • JENIFER SANCHEZ • JUAN SANCHEZ • MARGARITA SANCHEZ • MARK SANCHEZ • MICHAELA SANCHEZ • PEDRO SANCHEZ • SALOMON SANCHEZ • T  
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ROGER SANTAMORE • VICTOR SANTIAGO • MANUEL SANTILLAN • CIRILO SANTOS • LAURIE SARGENT • JAMES SAYLOR • DAVID SCHARLAND • RITA SCHARLAND • MARTIN W. SCHECHTEL, JR. • BILL SCH  
JEFFREY SCHEIN • MICHAEL SCHER • TERRY SCHER • ROXANNE SCHLOBOHM • JOHN SCHMALZRIED • TERRY SCHOEFF • MARK SCHULZE • ADAM SCHUMANN • CATHERINE L. SCOTT • JASON SEARLE • HO  
SEARLES • RODRIGO SEGUNDINO • KULDIP SEKHON • LINDA SELLERS • SAMANTHA SENCENBAUGH • JOSE M. SERNA-VELAZQUEZ • EZEQUEL SERRANO • RAFAEL SERRANO • BOWDATH SEWALL • RONALD S  
• MOHAMMAD SHABIB • FRED SHAFIE • ARUMANG SHANMUGATHAS • KEN SHARER • JEFFREY SHAW • JAN SHENEFIELD • STEVE SHENEFIELD • MOHANJIT SHERGILL • JANIS SHERIDAN • CARLOS SHID  
M.FRAN SHIELDS • ANTHONY SHOCKOME • ANGELA SHOEMAKER • CONNIE SHOEMAKER • ROBB SIERT • ENRICO SIGUA • SCOTT SILK • MICHELLE SILLS • ABDELIA SILVA • HENRY SILVA • PEDRO S  
CAROLINE SILVEIRA • PAT SIMS • HARLEY SISON • ROBERT SKINNER • JULIE SLANEY • DALE SLATER, JR. • SCOTT SLOVER • ANDREW SMITH • ANTHONY SMITH • CARMEN SMITH • DAN SMITH • ERIC S  
HAROLD SMITH • KYLE SMITH • LORRAINE SMITH • MELLISSA SMITH • MICHAEL SMITH • MICHAEL SMITH • PAULA SMITH • PHILLIP SMITH • RICHARD SMITH • WILLIAM SMITH • CLIFTON SMITH, JR. •  
SMULCZYNSKI • ARDEN SNIDER • LEON SNOW • JANNA SNYDER • MITCHELL SOBOTA • CARLOS SOLIS • GUADALUPE SOTO • PETROLINO SOTO • RICARDO SOTO • JOSE SOTO-C • PATRICIA SPAULDING •  
SPENCER • JOHN SPENCER • MARK SPENCER • SEAN SPICER • WILLIAM SPINKS • RICHARD SPINKS, II • JIMMY SPROWL, JR. • ROBERT ST. PETER • PATRICIA STALLINGS • DAVID STAMPER • DEXTER STAN  
JOSEPH STANLEY • PERCY STANLEY • SONYA STARK • MELISSA STECH • WILLIAM STELLAR • CHRIS STEVENS • DOUGLAS STEVENS • GRAHAM STEVENTON • REBECCA STEWARD • DALE STEWART • R  
STEWART • MARTHA STJEPAUNOVIC • DAVID STOCKS • LISA STOLTZ • CHRISTOPHER STONE • VINCENT STONE • WAYNE STONES • RICK STRALEY • SHANE STREW • JONATHAN STUCKER • JORGE SUAREZ • A  
SULLIVAN • DARROL SULLIVAN • SANDRA SUTER • GARY SUTTON • RAWLE SUTTON • LARS SWANSON • STEVEN SWISHER • LOC TA • RANDALL TACKETT • ROGER TACKETT • SCOTTIE TACKETT • TRINA TACK  
DIANNE TALLMAN • EDMUNDO TAPIA • GABRIEL TAPIA • GERARDO TAPIA • GUMENCINDO TAPIA • JOSE TAPIA • GABRIEL TAPIA, SR. • VERONICA TAQUE • ANIES TAYEBALL • ELIZABETH TAYLOR • KELLY TAY  
ROGER TAYLOR • PETER TEDOLDI • MELCHOR TEJANO • MIGUEL TELIZ • CESAR TELLEZ • JOHN TEMPONERAS • KENNETH TERWILLIGER • ALAN TESSIER • ANNE TESSIER • ALFRED TEUSCH • JOSEPH TH  
RODNEY THERRIEN • MARILYN THEUS • QUOC THIE • DALE THRESHER • LESLIE THRESHER • TIMOTHY THRESHER • JOY THURAIRAJAH • QUI TIE • LESLIE TILSEY • DAVID TIMBERS • JOHN TIMMY • K  
TIRRELL • RAMON TLATENCHI-S • HIEN TO • KIM THOI TO • PHONG TO • PEDRO TOLENTINO • DARREN TOMKINSON • YVONNE TOMLINSON • EDUARDO TORRES • RAMIRO TORRES • ROCIO TORRES • LYNN TO  
• STEVE TOWN • BINH B. TRAN • DO TRAN • NGU TRAN • PHUONG TRAN • SON TRAN • THAI TRAN • TRUNG HON TRAN • UT VAN TRAN • YEN TRAN • ALBERTO TREJO • CARLOS TREJO • BOBBY TRI • RANDY  
• PHAT TRINH • TIEN TRINH • BRENDA TRILAND • BRIAN TROMBLEY • DALE TROMBLEY • PETER TRUMPMACKS • LAP THANH TRUONG • MINH VAN TRUONG • THUAN HIEU TRUONG • PETER TRZCINSKI • GE  
TUAZON • JESUS TUBOG • SUSAN TUCKERMAN • DANTE TUMBLOD • GREGORY TUN • STEPHEN ULIER • ROMEO UMALI • ROBERT UNDERWOOD • MOISES URENA • HENRY VACHAL • DAN VALDEZ • DAN VALDEZ •  
VALDEZ • SAMUEL VALDEZ • JOSE VALENCIA • WILLIAM VALLEY • MARK VAN NIEL • JOSE LUIS VARGAS • EDMUND VAUGHN • ADRIANA VAZQUEZ • ANTONIO VAZQUEZ • FEBER VAZQUEZ • JORGE VAZQUEZ •  
VAZQUEZ • MARIA VAZQUEZ • TRACI VEACH • IAN VEENSTRA • CARLOS VELAZCO • LAZARO VELAZQUEZ • MARIA VELAZQUEZ • ARMANDO VELIX • ANDY VELLA • MARCOS VENEGAS • MICHAEL VENEZIANO  
VENTURA • LEO VENTURINI • STEPHANIE VIANE • PROSPERO VICTORIA • SIMEON VICUNA • TIMOTHY VIGAR • ROSA VILCHIS • JOSE VILLACORTA • HECTOR VILLAGOMES • ALBERTO VILLAGOMEZ • ALBA VILLA  
• ALVA VILLANUEVA • LUIS VILLEGAS • BEANT VIRDI • KARA VIRGO • EDGARDO VIRLY • THINH VO • CHRISTINE VOGHT • RICK VOGLEMAN • AN DUC VUONG • THIEN VUONG • KETAN VYAS • GORDON WADE •  
WALKER • MICHAEL WALKER • SHARON WALKER • MICHAEL WALKO, SR. • SHIRLEY WALL • TERESA WALL • AMOS WALLEN • PATRICK WALLEN • BRIAN WALTON • ARTHUR WARD • RICHARD WARNER • R  
WARNER, JR. • CHRISTOPHER WATKINS • LEE PAUL WATSON • BARBARA WATT • ROBERT WEAVER • CARL WEBB • MATTHEW WEBB • TREKA WEBB • JOHN WEINLEY • KAREN WEINLEY • ANGELA WEL  
DEBORAH WELLS • TRACY WENGER • LEIGH WERLING • BILL WEST • RICHARD WESTON • JENNIFER WESTRICK • RICHARD WHALEY • DANNY WHEELER • DAN WHITCOMB • DEBORAH WHITE • KELLY WHITE •  
WHITE • NICOLE WHITE • SUSAN WHITEHEAD • DALE WHITESEL • DANIEL WHITESSEL • TOMMIE WHITESSELL • GEORGE WHITLOCK • BILLY WHITSON • CLAUDIA J. WIEDERAENDERS • DAN WILDER •  
WILKERSON II • DAVID WILKINS • JANET WILLOTT • DIANE WILLIAMS • ELIZABETH WILLIAMS • KENNETH WILLIAMS • LAURA WILLIAMS • JEFFREY WILSON • SCOTT WILSON • LYN WINDSOR • DENNIS WIN  
ROGER WINTERS • WESLEY WITHERS • EDWARD WITHINGTON • TIMOTHY WITHINGTON • RICK WOELHER • ROGER WOELHER • WALTER A. WOJKOWSKI • ROBERT WOLFE, JR. • BARRY WOMACK • TH  
WOODBURY • TERRI WOOLEY • DARRELL WORTHINGTON • GRACE WRIGHT • JAMES WRIGHT • MICHAEL WRIGHT • ROBERT WRIGHT • TONYA WRIGHT • MARIA WRONA • KENNETH WYMAN • DAVID WYNN  
MICHELE WYNER-RODNEY • PRIMITIVO YAG • HECTOR YATACO • JASON YATACO • JACK YEARGAN • ERIC YEITER • TZE YEO • TZE MOH YEO • ALICE YETNICK • ANN YETNICK • DOUGLAS YOUNG • HOWARD Y  
• MYRTLE YOUNG • SUSAN YOUNG • PING LAM YU • SYED ZAIDI • CHRISTIAN ZAMORA • DANILO ZAMORA • JUAN ZAMUDIO-SANCHEZ • ROBERT ZANATTA • CARLOS ZAVALA • ESTEBAN ZAVALA • MA NAT  
ZAVALA • OSCAR ZAVALA • ESTEBAN ZAVALA • JANET ZEDICK • ABBUS ZEITUNI • NANCY ZELLER • JOSE R. ZETINA • GUO RONG ZHU • PEDRO ZUNIGA